

Supplementary Information

**EAST HAMPSHIRE DISTRICT COUNCIL &
HAVANT BOROUGH COUNCIL
JOINT HUMAN RESOURCES COMMITTEE
6 December 2017**

Dear Councillor

I am now able to enclose, for consideration at next 6 December 2017 meeting of the Joint Human Resources Committee, the following supplementary information that was unavailable when the agenda was printed.

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NON EXEMPT

EAST HAMPSHIRE DISTRICT COUNCIL & HAVANT BOROUGH COUNCIL

**JOINT HUMANR RESOURCES
COMMITTEE**

6 December 2017

STRATEGIC HUMAN RESOURCES/ORGANISATIONAL DEVELOPMENT UPDATE

Michelle Wakefield, HR Business Partner

**Portfolio Holder: Governance & Logistics
Cabinet Lead: Governance & Organisational Development**

Key Decision: Not Applicable

1.0 Purpose of Report

- 1.1 This report provides Joint HR Committee (JHR) with an overview of current Strategic Human Resources (HR) and Organisational Development (OD) activity being undertaken to support the delivery of the Councils overarching strategic aims.
- 1.2 The report also provides an update to JHR Committee members of the planned activity for Q4 2017/18 and confirmation of resources needed to deliver this activity.

2.0 Recommendation

- 2.1 For JHR to note the contents of this report.

3.0 Introduction

- 3.1 Strategic HR and OD activity across the Councils has been planned to support the Councils to achieve their strategic aims. Key areas of focus for 2017/18 have been, and will continue to be;
- Preparing line managers and staff members for changes arising from outsourcing arrangements;
 - Supporting the senior leadership team with their individual performance and overall contribution to the Councils
 - Greater staff engagement to understand any employee/organisational issues with a view to enhancing the performance of the Councils
 - Exploring key issues which underpin a successful organisation

4.0 Subject of the report

- 4.1 The report provides further detail in respect of the Strategic HR and OD inputs noted in 3.1 above.

Executive Coaching

Arrangements have been made to provide individual coaching for Heads of Service through a professional organisation which has extensive experience of working with leadership teams in the public sector. Since the implementation of the senior review in March 2016, Heads of Service have in many cases taken on broader roles and increased responsibility/decision making. The purpose of this coaching facility is to ensure Heads of Service are able to operate efficiently and effectively in challenging roles, and work successfully with the changing landscape of public service delivery.

Skills Programme

Enhancing individual skills has been identified as a critical feature of working with external service providers. Working with a representative group of Heads of Service and Team Leaders, a modular programme of HR skills was designed to ensure line managers skill and understanding of people management matters is complimentary to the Capita HR Service delivery model. This training is being delivered in two phases. Phase one includes Heads of Service and Team Leaders who report directly into a Head of Service. Phase two will include all other members of staff who have line management responsibility. The key aim of the training is to equip managers with the skills to deal effectively with lower level staffing issues. The training also aims to provide managers with the confidence needed to deal with these types of staffing issues with minimal referral to HR. Having a cohort of managers who are more confident in dealing with staffing matters will ensure that staff are managed in the right way and where issues do arise, matters can be nipped in the bud quickly to avoid further escalation.

In addition to the above, a skills programme has been designed to educate staff members in respect of business and commercial practices, for example, understanding a strategic perspective of service delivery, writing effective bids for work, and strong financial management. This programme supports the requirement to work in business focused way for greater efficiency and cost effectiveness. Doing business well is the key driver for this six modular in-house training programme which is being delivered by senior managers who have the skills and expertise to share with others. It is envisaged that this programme may be able to be offered externally to other councils who would also benefit from developing their business skills further. This will be a key focus for 2018/19.

Stress Survey

Acknowledging the personal challenge of delivering public services, and that workplace stress can have a detrimental impact on individuals and therefore the performance of and organisation overall, all staff members were given the opportunity to feed back their experience of the work environment in a survey. The HSE Management Indicators survey was used which gives data into the following

potential personal stress indicators; Demands, Control, Change, Peer Support, Manager Support, Relationships and Role. Overall, the survey results indicate that the majority of respondents experience a positive work environment. A small number of responses against each indicator highlight that there are areas of focus, to create a working environment which is personally fulfilling. In conjunction with the Health and Safety team members, an action plan has been drawn up which will attend to areas of concern. A range of stakeholders will be included in the execution of the plan, such as Health and Safety Champions, Culture Change Champions and UNISON. Heads of Service will be supported by the Health and Safety team in raising awareness of wellbeing in their service areas.

Employee Engagement

The level of engagement employees have with their employer has a significant influence on the success of the organisation. Engagement work undertaken has had two key themes to date and will continue to do so in future; staff engagement with the senior leadership team/Council per se, and engagement between services and colleagues.

The Councils have two established peer groups in place which support the strategic aims of the Councils. These peer groups are known as the culture change champions and the staff focus group representatives. Both peer groups are valuable to the organisation and ensure that there is a regular level of communication between the organisation (Strategic HR) and the staff, identifying where there may be issues or concerns which need to be addressed.

In recent months, the Culture Change Champions have considered practical actions to address blockages to efficient working, and to promote positive examples of success, for example teams who are embracing change and risk or individuals who have created a successful career in either Council. The Staff Focus Group have recently reviewed their terms of reference to better support internal communications and strengthen communication channels between the senior leadership team and the organisation.

A platform for services to share their work, gather ideas and update the wider staff group was launched during 2017. Teams are encouraged to host a 'brown bag lunch' as an informal gathering with other teams or individuals who would like to attend. To date, a wide range of topics have been covered during these sessions, to the benefit of the team hosting and to staff attending. Colleagues have also been invited to take part in a demonstration of Action Learning Sets to see the benefits of working through a problem or issues with supportive colleagues in a confidential setting. The demonstration showed how this particular peer process can help to resolve operational matters and for personal development. Action Learning Sets are also being rolled out as part of the HR Skills training programme, to connect colleagues and create a peer support network.

Leadership Conference

A conference has been held annually in recent years. The conference is an opportunity for line managers across the Councils (referred to as 'leaders' in this context) to take time away from the working day and discuss and reflect on wider issues. This year's conference will focus on high performing organisations, and

specifically, look at aligning three critical areas to organisational success; service delivery goals, work conditions, and skills and behaviours. The Councils will be engaging with the Local Government Association to deliver this year's conference, which will result in a diagnostic report for the Councils in respect of the current level of alignment of the areas. This will enable the Councils to focus on how they can maximise organisational success as they move into 2018/19.

The theme and outputs from the conference will result in a corporate focus requiring Heads of Service to draw on their existing skills and support from executive coaches, raise awareness of the importance of staff engagement and people skills in making changes, and highlight the work of the Culture Change Champions in creating working conditions which match service delivery needs.

5.0 Implications

5.1 Resource

HR Business Partners are focused on the Strategic HR and OD aims in conjunction with other Officers directed by the Head of Organisational Development. Staff members from across the Councils volunteer their time to participate in the Staff Focus Group and Culture Change Champion's work.

5.2 Financial

Direct financial costs of Strategic HR and OD interventions are factored into the HR budget each year. There is no additional spend anticipated as a result of the initiatives detailed in the paper.

5.3 Legal

There is a legal responsibility to ensure the safety and wellbeing of all employees. The Councils are meeting this aim by the proactive actions they are taking to ensure employee welfare remains a priority for all.

5.4 Strategy

Strategic HR and OD activity is intended to ensure that the Councils are able to meet their strategic objectives. Activity identifies supports these aims.

5.5 Customer access

None to report.

5.6 Risks

The Councils require engaged, knowledgeable, healthy and skilled staff to deliver public services and meet strategic aims. Failure to focus on these areas may compromise service delivery.

5.7 Communications/Public Relations

Each area of activity is supported by internal communications.

5.8 East Hampshire/Havant

Strategic HR and OD activity is undertaken for both Councils.

6.0 **Links to other projects**

The Strategic HR and OD activity noted within this report are areas of work which contribute to the overall Organisational Development business plan, as directed by the Head of Organisational Development.

7.0 **Conclusions**

- 7.1 Strategic HR and OD activity to date and into the future will be required to support the Councils in reaching their goals.

Agreed and signed off by:

Legal:	30 November 2017
Head of Service:	28 November 2017
Finance:	30 November 2017

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EAST HAMPSHIRE DISTRICT COUNCIL & HAVANT BOROUGH COUNCIL

Meetingbody: Joint HR Committee

6 December 2017

SUBJECT: Recruitment Procedure - EHDC

Reportof: Michelle Wakefield, HR Business Partner

Report No

FORDECISION Yes

Portfolio: Governance & Logistics:

Key Decision: Not Applicable

1.0 Purpose of Report

- 1.1 This report provides Joint HR Committee (JHR) with a proposed amendment to the East Hampshire District Council (EHDC) Recruitment Procedure.
- 1.2 The proposed amendment will ensure that there is a consistent approach to opportunities for employment with both Councils.

2.0 Recommendation

- 2.1 For JHR to approve the attached procedure for EHDC.

JHR Committee Terms of Reference require new procedure aims in respect of staffing matters to be approved. As such, this procedure is being tabled at this JHR Committee meeting for approval.

3.0 Introduction

- 3.1 Currently there are two schemes available to EHDC to support particular groups who may be disadvantaged by competitive recruitment processes. The two schemes are:

- Disability Confident Scheme, and;
- Guaranteed Interview Scheme for Veterans

Both schemes entitle applicants from the respective groups to an interview, where applicants demonstrate that they meet the essential criteria stated within a person specification. Both schemes have been adopted by Havant Borough Council (HBC). Appendix 1 provides information on the Veteran's Scheme in

operation at HBC. Appendix 2 gives generic employer information regarding the Disability Confident Scheme. HBC operates at Level 2 of the scheme.

4.0 Subject of the report

- 4.1 The two schemes provide EHDC with an opportunity to attract a wider pool of candidates for job roles, where vacancies are advertised externally. Adoption of the two schemes also demonstrates the Council's commitment to providing employment opportunities, enhancing the Council's reputation as a good employer.
- 4.2 The Council may therefore wish to amend the existing Recruitment Procedure and include a statement as follows; *The Council may recognise a scheme that supports the recruitment of certain groups, for example, the disability confidence scheme or a covenant to support the recruitment of ex-Service Personnel. Under these types of scheme any candidate who meets the essential requirements for the post which they have applied for is guaranteed an interview. For further information on schemes in operation by the Council, please seek advice from HR.*

5.0 Implications

5.1 Resource

Capita's HR resource will be required to implement the procedure effectively in conjunction with line managers.

5.2 Financial

There are no financial cost implications to the Councils in the implementation of this procedure.

5.3 Legal

There are no legal implications associated with this item. Both schemes are voluntary schemes.

5.4 Strategy

The adoption of the schemes is intended to ensure that Council is able to recruit the most appropriate candidate for the role, thereby contributing to the efficient operating of the Councils.

5.5 Customer access

None to report.

5.6 Risks

There is a risk that the Council does not encourage applications from the widest possible pool of candidates, thereby limiting the pipeline of talent into the Council.

A large number of public sector organisations have adopted beneficial schemes for disadvantaged groups. In the event that the Council chooses not to adopt the two schemes, this may create reputational risks for the Council.

5.7 Communications/Public Relations

The procedure will need to be communicated to all staff and managers. Recruitment information will need to be amended to communicate the adoption of the schemes for candidates.

5.8 East Hampshire/Havant

An amendment to the EHDC Recruitment Procedure as proposed will harmonise the procedure across both Councils.

6.0 Links to other projects

The development and implementation of harmonised procedures supports the transfer of HR services to Capita HR Solutions.

7.0 Conclusions

- 7.1 Incorporating the two schemes into the Recruitment Procedure will enable the Councils to access a wider pool of talent, and provide individuals with access to employment opportunities.

8.0 Recommendations

- 8.1 For JHR to approve recognition of the Disability Confident Scheme and Guaranteed Interview Scheme for Veterans, for EHDC.

Agreed and signed off by:

Deputy Monitoring Officer:	30 November 2017
Head of OD:	28 November 2017
Section 151 Officer:	30 November 2017

Contact Officer:	Michelle Wakefield
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Appendix 1

HBC Guaranteed Interview Scheme for Veterans

Guidance on the Guaranteed Interview Scheme for Veterans

Havant Borough Council (HBC) recognises it has a role to play in helping those leaving the Armed Forces (veterans) fulfil their potential in civilian life. Veterans can find making the transition to civilian life extremely challenging, particularly in finding and securing lasting employment. To support this, the Council have introduced a Guaranteed Interview Scheme for Veterans.

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- 1.0 Scope
- 2.0 Equal Opportunities
- 3.0 What are the benefits of the Guaranteed interview scheme for Veterans?
- 4.0 What is a Veteran?
- 5.0 What is the Guaranteed Interview Scheme for Veterans?
- 6.0 Who is eligible for a Guaranteed Interview for Veterans?
- 7.0 How will the Scheme work?
- 8.0 Where can I find further help?

1.0. Scope

- 1.1 The Guaranteed Interview Scheme for Veterans will operate for all external recruitment.
- 1.2 **Please note:** This scheme has no bearing on redeployment, redundancy selection or internal reorganisations.

2.0 Equal Opportunities

- 2.1 HBC is an equal opportunities employer and recognises that a diverse workforce, coming from all sections of the community, can improve services by offering differing skills, experiences, backgrounds and cultures. HBC also recognises the Disability Confidence scheme.
- 2.2 HBC is committed to support the armed forces community in the Havant Borough area, including all serving and former members, reservists and their families. The Guaranteed Interview Scheme for Veterans stems from this commitment.

3.0 What are the benefits of the Guaranteed Interview Scheme for Veterans?

- 3.1 This Scheme has a number of benefits, including the following:
 - Veterans can bring valuable transferable skills and qualities into the organisation, such as:
 - Communication skills
 - Organisational skills and commitment

- Problem solving and adaptability
 - Leadership and management skills
 - Health and safety / security awareness
 - Team working skills
- The Scheme may provide the recruiting manager with a wider selection of candidates to appoint from, using the essential criteria listed on the role profile.
 - It will assist veterans to overcome barriers in finding civilian employment.
 - It will help reduce the risk of veterans developing health and welfare problems as a result of long term unemployment.
 - It will contribute to the achievements of the Council's Economic and Later Life priorities, specifically in relation to developing an appropriately skilled workforce, and ensuring financial security and independence in later life.

4.0 What is a Veteran?

4.1 A Veteran is defined by the Department for Work and Pensions as:

“A person who has served in the regular armed forces of the Crown within the last 3 years”.

5.0 What is the Guaranteed Interview Scheme for Veterans?

5.1 The Guaranteed Interview Scheme for Veterans is a commitment that HBC has made to support the Armed Forces Community Covenant. This commitment is to guarantee an interview for any veterans that meet the essential criteria set out in the role profile. The scheme is not a guaranteed job for Veterans, as selection procedures will ensure the best candidate for the job is appointed, based on the objective criteria of the role profile.

6.0 Who is eligible for a Guaranteed Interview for Veterans?

6.1 The following applicants are eligible for the Guaranteed Interview Scheme:

- Applicants that are currently serving in the Armed Forces and are within 12 weeks of their discharge date; and
- meet the essential criteria set out in the role profile

Or alternately:

- Applicants that meet the essential criteria set out in the role profile; **and**
- the Armed Forces were their last long term substantive employer; **and**
- no more than 3 years has elapsed since they left the Armed Forces.

6.2 **Please note:** As per section 2.0 above, HBC recognises the Disability Confidence scheme, and for anyone who meets the essential criteria on the person specification for the role they have applied for, they are guaranteed an interview. Please refer to the Recruitment Procedure for further information.

7.0 How will the Scheme work?

7.1 There will be minor amendments to certain areas of the recruitment process which are explained below.

7.2 Role Profiles

Before advertising, the recruiting manager needs to review the role profile and ensure that it lists all the key skills and qualifications that are essential to the role. This will ensure that shortlisting is completed in an objective way.

Currently, all key skills listed on the role profile are essential unless otherwise stated as desirable.

7.3 Advertising

All external job adverts will automatically appear on the MOD Career Transition Partnership (CTP) Right Job website at no extra cost to the recruiting manager/service. This will potentially widen the pool of applications received.

7.4 Shortlisting

The recruiting manager should check the application form to see if the applicant has declared that they are a veteran. Any veteran that meets the essential criteria for the role and the Scheme **must** be offered an interview alongside other applicants that meet the essential criteria. This will ensure a veteran does not displace a candidate that meets the essential criteria, thus widening the shortlist and ensuring the equality of opportunities.

Please note: Where a veteran is classed as disabled they will be considered under the Disability Confidence Scheme. For further information please refer to the Recruitment Procedure.

7.5 Interviewing

- The Recruiting Manager will need to check one of the following;
 - 1) either the Military Service Records pack. The applicant should bring this to their interview. There is no requirement to take and store a copy of this. This information will confirm the veteran's military service record, and may be a useful demonstration of their skills and experience.
 - 2) or see proof of the applicant's Armed Forces discharge date, at interview. Again, there is no requirement to take and store a copy of this.

Where a candidate has falsely claimed to be a Veteran any offer of employment may be withdrawn. Please contact the HR team for advice before taking any action.

7.6 Feedback

Due to the number of applicants HBC receive there is no obligation to provide feedback to applicants that were **not** shortlisted. However, where possible recruiting managers will attempt to feedback to all unsuccessful interviewees.

- 7.7 Care should be taken when providing feedback to unsuccessful applicants, making sure that it is based on factual evidence from the interview notes.
- 7.8 As a first step to gaining civilian employment, veterans will be keen to receive feedback on how they have performed at interview.

8.0 Where can I find further help?

- 8.1 If you require any further help, please contact the HR Team via hrteam@havant.gov.uk

Appendix 2

Disability Confident Scheme

Disability Confident Employer campaign

September 2017

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Background

17.3% of people of working age in the UK are disabled or have a health condition...

but only 11.4% of people in work are disabled or have a health condition.

56% of employers said they see clear business benefits in employing people from disadvantaged groups...

but a 2013 study revealed only 8% of employers had recruited someone with a disability or long-term health condition in the previous year.

**So why are employers less likely to
employ disabled people?**

Why is there a problem?

The employment rate for disabled people or those with a health condition has been significantly lower than for non-disabled people for many years.

The causes of this are long-term, systemic and cultural.



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Issues include:

- Some disabled people struggle to find suitable employment opportunities
- Many employers may be reluctant to recruit disabled people, and have misconceptions about what this would mean for their business
- Some employees are not provided with adequate support for their physical or mental health whilst in the workplace

Creating opportunities

- The Government is committed to supporting disabled people and those with health conditions to find and stay in work.
- Sustainable change will require society-wide action, including efforts from government, employers, disabled people themselves and others.
- Many organisations are already creating inclusive workplaces and we want this to become normal practice for all employers.

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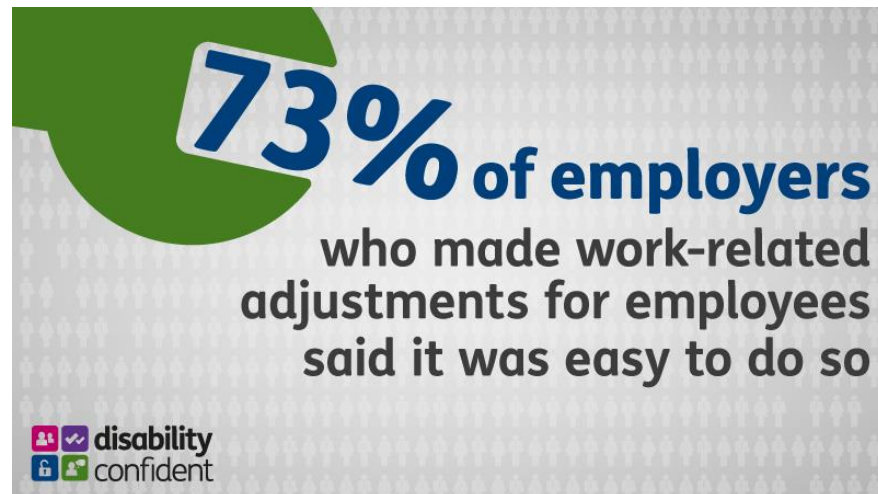
Disability Confident

- Disability Confident was launched in 2013 to replace the 'Two Ticks – positive about disabled people' scheme. It plays an important role in helping employers make the most of the opportunities provided by employing disabled people.
- We need more employers to sign up as Disability Confident and improve their disability employment practices.
- We need your help to encourage more employers to sign up.

Why become Disability Confident?

Being Disability Confident is an opportunity for employers to lead the way in their community and to discover skills and talents they can't do without.

It can help *all* your people fulfil their potential and contribute fully to your team's success.



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Benefits to your business include:

- Enabling you to draw from the widest possible pool of talent
- Helping you secure high quality staff who are skilled, loyal and hard working
- Improving your reputation by demonstrating your commitment to fair employment practices

What is Disability Confident?

The Disability Confident scheme:

- provides employers with the confidence, skills and tools they need to help them recruit and retain disabled staff as they progress in their careers
- challenges misconceptions towards disability and employment
- increases understanding and awareness of disabilities, both mental and physical
- supports employers to make the most of the talents and insights disabled people can bring to the workforce

How to become Disability Confident

The Disability Confident scheme has three levels. You must complete each level before moving on to the next.



Level 1: Disability Confident Committed

Sign up to the Disability Confident commitments and identify at least one thing you'll do that will make a difference for disabled people.



Level 2: Disability Confident Employer

Self-assess your business against the themes of getting the right people for your business, and keeping and developing your people.



Level 3: Disability Confident Leader

Be seen as a champion in your local and business communities.

When you complete each level you will receive a certificate in recognition of your achievement, a badge to use on your website and other branding materials for 12 months (Level 1); 24 months (Level 2); or 36 months (Level 3).

You can start your Disability Confident journey by [signing up online](#).



Disability Confident employer campaign

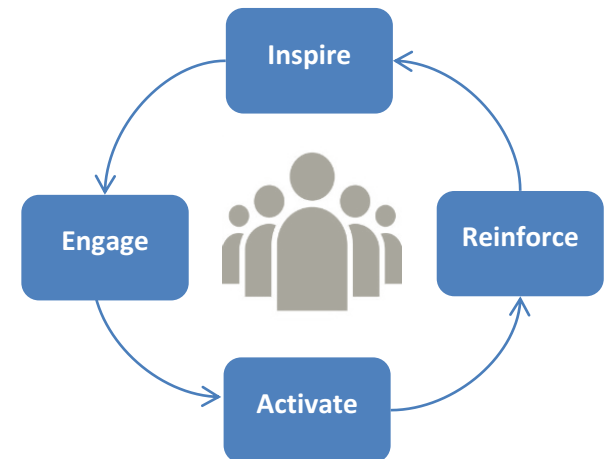
Campaign objective

Encourage employers to sign up as Disability Confident, to help them create more employment opportunities for disabled people

The campaign aims to:

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- raise employers' awareness of the Disability Confident scheme
- engage employers on disability employment and show them how they can get involved
- inspire employers to demonstrate their commitment to disability employment and sign up to Disability Confident



Disability Confident employer campaign

Business led

The campaign is being led by a new [Disability Confident Business Leaders Group](#) (BLG).

The support of senior, widely respected business leaders is essential in demonstrating to employers the many business benefits that can come from recruiting, retaining and supporting disabled people to thrive in work.

Sector focused

Our sector-based approach will involve sector and trade bodies, peer-to-peer engagement and messages relevant to that industry.

It will use a wide range of channels and voices to engage employers, including case studies from each business sector.

BLG members
Arsenal FC
Barclays
BT Group
Carillion
Channel 4
GlaxoSmithKline
John Lewis
KPMG
Mars UK
Microsoft
Royal Mail
Sainsbury's
Whitbread

How can you help?

Sign up: Employers can become Disability Confident by signing up on the [GOV.UK website](https://www.gov.uk/disability-confident).

Progress: Employers who are already signed up at Level 1 can consider what they need to do to progress to Level 2 and beyond.

Influence: Employers who are already Disability Confident can use their influence to help to positively change attitudes, behaviours and cultures in their networks, supply chains and communities.

Support: We need strategic delivery partners to support and extend the reach of the campaign.

Who can you help to become Disability Confident?

NON EXEMPT

EAST HAMPSHIRE DISTRICT COUNCIL & HAVANT BOROUGH COUNCIL

JOINT HUMAN RESOURCES COMMITTEE 6 December 2017

COUNCILLOR COMPETENCY FRAMEWORK

Michelle Wakefield, HR Business Partner

For Decision

Portfolio Holder: Governance & Logistics

Cabinet Lead: Governance and Organisational Development

Key Decision: Not Applicable

1.0 Purpose of Report

- 1.1 This report provides Joint HR Committee (JHR) with a proposed update to the Councillor Competency Framework for East Hampshire District Council (EHDC) and Havant Borough Council (HBC).
- 1.2 The Councillor Competency Framework plays a key role in the Councillor Development Strategy across both Councils.

2.0 Recommendation

- 2.1 That the Joint Human Resources committee approve the Councillor Competency Framework as set out in the appendices

3.0 Introduction

- 3.1 A Councillor Competency Framework has been implemented for both Councils to support individual development of elected Members. The Framework document provides detailed information in respect of each identified competency, together with self reflective questions.

It is proposed that a complimentary format is also available for Councillors, to assist with self assessment in respect of personal development, conversations with mentors and supportive peers, giving and receiving feedback on performance, and for those Councillors wishing to use the 360 degree feedback tool.

4.0 Subject of the report

- 4.1 Councillor Development is one of a number of priorities for the Organisational Development team. Supporting Councillors is a key activity and Officers have considered how Councillors can easily access information.
- 4.2 Acknowledging that Councillor's time is limited, each existing competency area has been reviewed, to create a streamlined set of statements. The revision is not intended to replace the existing full Councillor Competency Framework. The aim is to provide a tool which can be easily referenced in a simple format. Accordingly, the attached documents in Appendix 1 describe competency behaviours simplified to 'I will' and 'I won't' statements. The descriptions are written to ensure the intent and meaning of the original framework document is captured.
- 4.3 Appendix 1 demonstrates the simplified competency behaviours incorporated into the 360 degree feedback tool.

5.0 Implications

5.1 Resource

Implementing the additional framework format will require limited Officer time from the Democratic Services teams and the Strategic HR and OD team.

5.2 Financial

There is a financial cost to update the external 360 degree feedback tool. This cost is within existing budgets.

5.3 Legal

There are no legal implications associated with this item.

5.4 Strategy

The Councillor Competency Framework, and additional proposed format, are intended to ensure that the Councils are able to fulfil their strategic aims in the longer term through the skills of Councillors.

5.5 Customer access

None to report.

5.6 Risks

None to report.

5.7 Communications/Public Relations

The revised format will be communicated to all Councillors and available to external individuals considering becoming a Councillor.

5.8 East Hampshire/Havant

The revised format will be applicable for both Councils.

6.0 Links to other projects

The Competency Framework is part of the wider Councillor Development programme managed by the Head of OD.

7.0 Conclusions

7.1 A streamlined format of competency behaviour descriptions will support Councillors in their personal development and performance.

8.0 Recommendations

8.1 For JHR to approve the revised competency framework format.

Agreed and signed off by:

Legal: 30 November 2017

Head of Service: 28 November 2017

Finance: 30 November 2017

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Appendices:

Councillor Competency Framework

- **Communication Skills**
- **Local Leadership**
- **Partnership Working**
- **Policy Development**
- **Political Understanding**
- **Regulating and Monitoring**

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Communication Skills

This skill area recognises the need for councillors need to demonstrate excellent communication skills across many different settings, including the ability to listen sensitively and use appropriate language with different groups. Councillors must also communicate regularly and effectively with all parts of their community using different forms of media.

<p>I will ...</p> <ul style="list-style-type: none"> ✓ Give people regular feedback, keep them informed and manage their expectations ✓ Communicate regularly with the community using a variety of available methods, media and technology ✓ Listen to others, check understanding and adapt communication style as required ✓ Actively communicate with different sectors, including vulnerable and hard to reach groups ✓ Communicate with confidence in council meetings, community settings and to the media ✓ Use plain-language in speech and written material and avoid using inappropriate terms and jargon 	<p>I won't ...</p> <ul style="list-style-type: none"> ✗ Be slow to respond to others or communicate only when necessary ✗ Fail to listen when people are speaking and use inappropriate or insensitive language ✗ Communicate in a dogmatic and inflexible way ✗ Avoid delivering unpopular messages, use information dishonestly to discredit others ✗ Avoid participating in meetings and lack confidence when speaking in public ✗ Present confused arguments using poor language and style
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Local Leadership

This refers to the need for councillors to engage with members of their community in order to learn about issues of local concern and help to facilitate a vision for the locality. It involves encouraging trust and respect between individuals and groups by mediating fairly and constructively between different organisations and sections of the community.

<p>I will ...</p> <ul style="list-style-type: none"> ✓ Engage with the community and look for new ways of representing people ✓ Research people's opinions and keep up-to-date with local concerns from diverse sources, including hard to reach groups ✓ Find new ways of engaging with others by being approachable, empathising and building trust & respect ✓ Build links with different community groups and ensure they get involved in making decisions ✓ Mediate fairly and constructively between people and groups with conflicting needs ✓ Work with others to develop and champion a shared local vision 	<p>I won't ...</p> <ul style="list-style-type: none"> ✗ Be difficult to contact, wait to be approached and fail to engage with the community ✗ Maintain a low public profile and be difficult to be easily recognised in the community ✗ Treat groups or people unequally and fail to build integration or cohesion ✗ Have a poor understanding of local concerns and how these might be addressed ✗ Concentrate on council processes rather than people ✗ Be unrealistic about what can be achieved and fail to deliver on promises
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Partnership Working

This aspect of the councillor role focuses on the need to build good relationships with others (i.e. colleagues, officers, community groups and other organisations) by identifying and working collaboratively to achieve shared goals. It recognises the need for councillors to recognise and value different contributions, delegate or provide support as required, and to take a long-term view in developing partnerships.

I will ...	I won't ...
<ul style="list-style-type: none"> ✓ Build good relationships with colleagues, officers, community groups and other organisations ✓ Support achievement of shared goals by motivating and encouraging others ✓ Appropriately delegate, provide support or empower others to take responsibility ✓ Ensure that people from all backgrounds feel valued, trusted and included ✓ Use networks to build and shape key partnerships at local, regional and national levels ✓ Stay calm but effectively assert authority when required to resolve conflict or deadlock 	<ul style="list-style-type: none"> ✗ Exert control and impose solutions by using status rather than through persuasion and involving others ✗ Fail to recognise or make use of others' skills and ideas ✗ Avoid working with people with different views or political values ✗ Act alone and fail to engage or network with others ✗ Often use divisive tactics to upset relationships within the group, or disrupt council policies and decisions ✗ Be defensive when criticised, blame others or fail to admit to being wrong

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Policy Development and Assurance

Policy development and assurance are important day-to-day aspects of the councillor role. Councillors need to act as a critical friend by identifying opportunities for constructive challenge inside and outside the organisation and provide feedback to others. To be effective in this role, councillors need to analyse information quickly and present arguments that are concise, meaningful and easily understood.

I will ...

- ✓ Identify potential policy development areas and involve citizens and communities in the process
- ✓ Quickly understand and analyse complex data and information
- ✓ Present arguments concisely and in a meaningful way which is easy to understand
- ✓ Understand the relevant processes, seek clarity and check that recommendations have been implemented
- ✓ Remain fair, objective and rigorous when challenging process, decisions and people
- ✓ Ask challenging but relevant and constructive questions

I won't ...

- ✗ Be poorly prepared, fail to check facts or come to conclusions which are biased
- ✗ Be too reliant on officers or tend to back down when challenged
- ✗ Fail to see development and assurance of policy as part of the role
- ✗ Get too focused on detail or fail to distinguish between good, poor and irrelevant information
- ✗ Use resources inappropriately (e.g. on issues over which I have no influence)
- ✗ Be overly aggressive: prefer political 'blood sports' to collaboration or use challenge for political gain

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Political Understanding

This skill set recognises the need for councillors to develop a range of political skills in order to communicate their values, promote a political vision, and encourage democratic processes and public engagement. It recognises that councillors need to work across group boundaries at times, yet still be able to maintain their own political integrity.

<p>I will ...</p> <ul style="list-style-type: none"> ✓ Ensure that decisions and actions taken are reflective of the views and values I uphold ✓ Develop cohesion within and between different groups and between those groups and the council ✓ Effectively communicate political values through canvassing and campaigning ✓ Actively develop political intelligence and understanding of local and national landscape ✓ Seek out ways of promoting democracy and increasing public engagement ✓ Put party politics aside and work across boundaries when required, without compromising political values 	<p>I won't ...</p> <ul style="list-style-type: none"> ✗ Lack integrity, have inconsistent political values and tend to say what others want to hear ✗ Put personal motives first or change beliefs to match those in power ✗ Have poor knowledge of group manifesto, values and objectives ✗ Undermine or fail to support political colleagues in public ✗ Fail to translate group values into ways of helping the community ✗ Be unclear in my political vision of what I would like to achieve
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Regulating and monitoring

This skill set relates to the more judicial aspects of the role that require councillors to understand their legal responsibilities and follow protocol when evaluating arguments and making decisions. Not only do councillors need to balance public needs and local policy, they must also monitor progress and seek feedback on their own learning needs.

I will ...

- ✓ Understand my judicial role and act on it to meet my legal responsibilities
- ✓ Use evidence-based evaluation to make independent, impartial judgements
- ✓ Follow protocol when chairing meetings to ensure that all views are explored and the process is effective and timely
- ✓ Always follow legal process, balancing the needs of the public and local policy requirements
- ✓ Monitor the performance of others and intervene when necessary to ensure progress
- ✓ Commit to developing self, seek feedback and look for opportunities to learn
- ✓ Understand and abide by the councillor's code of conduct

I won't ...

- ✗ Fail to declare personal interests
- ✗ Make decisions for personal gain
- ✗ Fail to consider all facts or all perspectives
- ✗ Make subjective or uninformed judgements
- ✗ Avoid monitoring and leave checks on progress to others
- ✗ Make uninformed decisions without taking advice, considering regulations or taking account of wider issues
- ✗ Miss deadlines, leave business unfinished and lack balance between council and other commitments

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